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62-9250

DDR 818-62

15 December 1962

MEMORANDUM FOR: Director of Central Intelligence
THROUGH: Deputy Director of Central Intelligence
SUBJECT: CIA Research Board

1. This memorandum contains a recommendation in paragraph 7 for your approval.

2. Reference is made to the decision of the Director to form a new CIA Research Board, as indicated in the Agency Executive Committee meeting of 13 December. The Board should be composed of leaders in their fields but, more importantly, ones with imagination and a willingness to actually give time to various Agency problems.

3. It seems desirable to form a board composed of about ten members selected from different specific fields. These would constitute the general board. It is also desirable to appoint members to the board for a specific term, such as three years, so that continued rotation of individuals can be effected. Experience indicates that breaking the board into panels on specific problems is very desirable as a modus operandi. These panels would be empowered to employ specialists as consultants who are not on the regular board. However, most panels should consist of at least two board members.

4. The ability to get useful results from a board of this nature is directly proportional to the amount of technical effort invested by the organization they advise. This effort must take the form, primarily, of very capable scientific staff support. Scientists of this calibre will respect only the best we have to offer in the way of technical talent as their associates on our various problems. Much staff work will be required in the form of briefings and analysis, as

Re R. L. Rosen

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well as probably supplying the executive secretary for each panel. Also, the continued enthusiasm of such scientists depends to a large extent on the acceptance of their various recommendations. We must be prepared to accept some which may be difficult to implement. Also, these people will not wish to be told that there are security barriers involved and this will mean giving them a considerable number of security clearances.

5. Turning now to some specific individuals who might be considered: The problem of a chairman is all-important, as he probably should be consulted in the selection of the board members as well as being necessary to induce them to join. He should have stature enough to be able to get commitments for work from the board members as well as to guide the board generally. It is probably not desirable to include any present members of the President's Board of Consultants on Foreign Intelligence Activities. I believe that

25X1 [redacted] would be a very capable chairman, if we can persuade him to devote sufficient time. I would hope for your personal support in obtaining the services of 25X1 [redacted] Attached is a partial list of candidates for the board, which would be discussed in particular detail with the chairman and Agency representatives.

25X1

6. I believe that most of the membership of the present Research Board, which was under the chairmanship of [redacted] 25X1 [redacted] is not suited to an active working role on Agency problems. I am convinced that the members could be released from their commitment with no ill feelings by an appropriate letter signed by you. This should be done without any further meeting. It will be much more satisfactory to start with a complete new board than attempt a transformation of the present membership.

7. In order to accomplish the above, the following is recommended:

a. That the Director and the DD/R approach [redacted] 25X1 to become Chairman of a new CIA Research Board.

b. That the board consist of ten members selected from a wide variety of scientific fields. Special sub-panels would be formed as required by the various scientific components of the Agency.

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c. That the DD/R provide the Executive Secretariat for the main board, and each Agency component provide a secretary for its sub-panels.

d. That the present Agency research board, formerly under [redacted] be terminated.

[redacted]
HERBERT SCOVILLE, Jr.
Deputy Director
(Research)

Attachment:
List of Candidates

[redacted] informed O/Exec Director that memo has been shown to NPIC, Commo, OSI and TSD, and there were no strong objections.

Recommendation approved:

Director of Central Intelligence

25X1

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**ESTABLISHMENT OF A
CIA RESEARCH AND DEVELOPMENT ADVISORY BOARD**

1. This is to advise you of plans I have made to reorient the activities of the former external CIA Research Board of which Admiral [] was chairman. Whereas this Board was responsive to the specialized needs of the Clandestine Services, the new Board, to be known as the Scientific Advisory Board to the Director of Central Intelligence, will have greatly broadened responsibilities as the Agency research and development advisory board, responsive to me and responsible for reviewing and advising on the total scientific functions of the entire Agency. I have been fortunate in getting [] to serve as Board Chairman.

2. [] will be available about the first week in July to assume these new responsibilities. At that time he will familiarize himself thoroughly with all the Agency components concerned with research and development, and scientific and technical responsibilities and acquaint himself with the various projects that the Agency is now undertaking.

3. After this initial review [] will select the members of the Board who will serve with him. I have advised [] that in choosing his Board members, I would like him to consider these factors:

a. The Board members should possess, as a group, expert knowledge in all the major disciplines of science: physics, chemistry, biology with special emphasis on electronics, space, life sciences, atomic energy, etc.

b. While I will want the Board to have aggregate competence in all these fields, I have requested that [] keep to the minimum the number of members on the Board. Our past experience indicates that a large board tends to get lost in its own bureaucratic machinery, reacts diffusely to problems presented to it, and occupies an inordinate amount of time in the necessary briefings and presentations.

25X1

c. I feel it is essential to the proper functioning of the Board that all the members be individuals of unquestioned stature and prominence in the U. S. scientific and technical community.

d. One further requirement essential in selecting members of the Board is that the individual members be able and willing to give sufficient time to this undertaking. They must be able to devote the time necessary to achieve a continuing understanding in depth of the Agency's research and development program. The fact that [] is willing to devote much of his time to this work will have a strong unifying effect on the Board.

25X1

4. As I have mentioned, this Board will be directly responsive to me and General Carter. I foresee its responsibilities as follows:

a. The primary purpose of the Board will be to advise me on the adequacy of the Agency research and development effort, and to point out possible application of newly emerging scientific developments to the mission of the Central Intelligence Agency.

b. The Board will concern itself with a continuing review of all the research and development activities and policies of the Agency. This will include not only internal activity but also all Agency research and development activity being undertaken through external contracts.

c. Based on its review the Board will recommend to me changes designed to improve the Agency research and development program and the organization of the scientific effort of the Agency. Such improvement will emphasize new scientific developments which might have application to the CIA mission.

d. Within reasonable limits I will expect the Board to keep abreast of significant scientific and technical developments in American industry and academic circles so that and the Board can advise me of activities that might have application for CIA. Also I will expect him to be conversant with major research and development projects in other U. S. Government agencies, especially those projects related to intelligence. (A technical staff as provided in paragraph 6 will assist the Board with these matters.)

25X1

25X1 5. The Board will meet as frequently as necessary. Since [] himself will be in close touch with the Agency's research and development activity, I will expect him to communicate with individual Board members to keep them advised of Agency programs and to assign them specialized tasks of an advisory nature.

25X1 6. CIA will provide [] with a secretarial staff and technically proficient permanent staff support. This will make certain that he receives the data he needs to carry out his job.

7. In a further attempt to bring greater cohesion to our total research and development effort, I have recently established, under the chairmanship of General Carter, the Agency Research and Development Review Board (RDRB), an internal CIA group, made up of the heads of the Agency offices involved in scientific endeavors -- Deputy Director for Research, Chief of Technical Services Division, Director of Communications, Assistant Director for Scientific Intelligence and Director of National Photographic Interpretation Center. Its purpose is to review and integrate research and development activities and scientific and technical efforts in the various Agency components concerned and to ensure that all scientific and technical activities are constantly related to the broadest interpretation of the Agency's mission and to serve as a reviewing body for the Agency's research and development effort as a whole.

8. I have also recently set up a Scientific and Technical Personnel Advisory Committee (STPAC) for the purpose of improving the Agency's capability to attract, use and retain qualified scientific and technical personnel. It meets under the chairmanship of the Director of Personnel and has as members representatives from these components of the Agency: Deputy Director for Research, Technical Services Division, Assistant Director for Scientific Intelligence and the Director of Communications.

9. The RDRB will provide an effective internal mechanism for discussing and implementing those recommendations of the [] Board approved by the DCI. [] and his Board members will be continuously informed on the activities of the RDRB.

O/Executive Director []

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